

**RESOURCE CITIES:  
AN INITIATIVE FOR MAKING CITIES WORK  
Quarterly Performance Report  
Fourth Quarter 2000**

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By

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USAID Cooperative Agreement No. LAG-A-00-99-0020-00

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## **Narrative**

### **1. Background**

In May 1997, International City/County Management Association (ICMA) and the United States Agency for International Development inaugurated the International Resource Cities Program (IRCP) – a program that builds technical support relationship between US cities and cities in developing and transitional countries. The goal of the IRCP is:

“To improve the quality of local government and strengthen democracy through international municipal partnerships.”

The IRCP is a vehicle that supports long-term, sustainable relationships between U.S. local leaders and their counterparts in cities worldwide. The purpose of the program is to bring together the best management practitioners in the United States with officials in other cities to share resources and technical expertise in a way that ultimately improves the lives of urban residents. Results from over two years of experience and more than twenty-five partnerships demonstrate that this is an effective way to provide technical support to the growing global urban community. Because local officials in all countries share common problems – albeit with varying degrees of severity – city officials in developing countries can draw on the resources of their U.S. counterparts to find more ways to achieve their full economic potential while also protecting and improving their environmental conditions.

This program is a key component of USAID’s Office of Urban Programs (G/ENV/UP) Making Cities Work (MCW) Strategy. It offers a viable, effective mechanism by which to address the key components and challenges set out in the Strategy. To this end, USAID has entered into a cooperative agreement with ICMA to develop 20 new Resource Cities Partnerships over the next two years. Beginning in September 1999 with an estimated completion date of September 2001, this cooperative agreement provides USAID Missions and Technical Offices a simple, flexible mechanism by which to develop partnerships in the regions they represent.

### **2. Expected Results**

While the overall objective of the Resource Cities Partnership is improving local government and strengthening democracy, the individual partnership results will vary, depending on the focus of the relationship. At the start of each partnership, a workplan is developed and benchmarks are established to measure the progress and effectiveness of the exchange. These workplans outline the technical areas that the partner cities will focus on during the course of their exchange. Workplans can be quite specific, targeting a handful of smaller projects or one large project designed to improve the management and democratic processes of the cities,

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counties, or associations partnered together. It is anticipated that most of the outcomes of the partnerships will fall under the G/ENV/UP Strategic Support Objective (SSO) of “Improved Management of Urbanization in Targeted Areas”. Intermediate Results under this SSO are:

- **Intermediate Result 2.1:** Expanded and More Equitable Delivery of Urban Services and Shelter
- **Intermediate Result 2.2:** More Effective, Responsive, and Accountable Local Governments
- **Intermediate Results 2.3:** Reduced Pollution and Improved Environment in Urban Areas

**3. Current Activities**

See: • The attached **Assessment Chart of Current Activities**.

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**4. Current Buy-Ins**

According to the Office of Urban Programs (G/ENV/UP), the following has been obligating to date (funding source in parentheses).

Partnership/purpose	Total Budgeted Amount	Total Obligated Amount	Date Obligated	Fully funded	Balance	Expenditures to date	Unexpended
Rayong, Thailand	\$ 203,110	\$ 203,110	09/10/1999 and 8/2000	yes	\$ -	\$ 37,050	\$ 166,060
Kazakhstan (2)	\$ 349,984	\$ 350,000	09/10/1999	yes	\$ (16)	\$ 97,549	\$ 252,451
Kyrgyzstan (1)	\$ 200,000	\$ 200,000	09/10/1999	yes	\$ -	\$ 143,545	\$ 56,455
Admin/symposia	\$ 451,522	\$ 341,686	09/10/1999 and 8/2000	no	\$ 109,836	\$ 108,809	\$ 232,877
Ghana	\$ 153,992	\$ 153,992	09/10/1999	yes	\$ -		\$ 153,992
Haiphong, Vietnam	\$ 233,482	\$ 197,000	Aug-00	no	\$ 36,482	\$ 34,205	\$ 162,795
Vietnam (2nd city)	\$ 180,000	\$ 180,000	Aug-00	yes	\$ -		\$ 180,000
Ulaanbaatar, Mongolia	\$ 204,249	\$ 204,250	Aug-00	yes	\$ (1)	\$ 28,293	\$ 175,957
Philippines	\$ 87,980	\$ 90,000	Aug-00	yes	\$ (2,020)	\$ 10,598	\$ 79,403
Philippines	\$ 87,980	\$ 90,000	Aug-00	yes	\$ (2,020)	\$ 10,598	\$ 79,403
Serbia (3)	\$ 749,775	\$ 749,775	Aug-00	yes	\$ -	\$ 192,782	\$ 556,993
Serbia - fourth partnership	\$ 274,455	\$ 250,000	Aug-00	no	\$ 24,455	\$ 64,127	\$ 185,873
Amman partnership	\$ 233,259	\$ 233,259	Aug-00	yes	\$ (0)	\$ 13,788	\$ 219,471
	\$ 3,409,788	\$ 3,243,072			\$ 166,716	\$ 741,343	\$ 2,501,729

Total Partnership Budget: \$ 3,803,149

Total Budgeted Partnerships: \$ 3,409,788

**Balance to Ceiling: \$ 393,361**

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**5. Current Sub grant and Contract Activities**

<b>Recipient</b>	<b>Partnership</b>	<b>Country</b>	<b>Account Code</b>	<b>Date</b>	<b>Amount</b>
Partners Hungary	Szeged-Subotica-Akron	Hungary/Serbia	4760-G01	May-00	\$ 6,400
FPDL	Pitesti-Kragujevac-Springfield	Romania/Serbia	4760-H01	May-00	\$ 6,400
FLGR (pending)	Sofia-Nis-Columbus	Bulgaria/Serbia	4760-I01		\$ 6,400
COFTIBD	Haiphong-Seattle	Vietnam	4760-K01	Jun-00	\$ 7,080
TEI (pending)	Rayong-Portland	Thailand	4760-D01		\$ 3,000
LMP (pending)	Cebu-Fort Collins	Philippines	4760-E01		\$ 3,000
ELC (pending)	Ulaanbaatar-Bakersfield	Mongolia	4760-F01	Mar-01	\$ 3,000
<b>Total</b>					<b>\$ 35,280</b>

**6. Performance**

See the attached **Assessment Chart of Current Activities**.

**7. Expected Impact of Partnerships**

This section identifies the goals and proposed impacts of the Resource Cities Partnerships, as identified in the workplans developed by the partner cities.

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**Naryn, Kyrgyzstan – Great Falls, MT:**

**Solid Waste Management**

*Goal:*

Develop a comprehensive solid waste management plan for the City of Naryn, which addresses separation and reuse, collection, disposal, equipment needs and financing.

*Projected Impacts:*

- City council approved waste management plan
- Improved collection and disposal system
- Reduced volume in the solid waste stream
- More efficient reuse of organic wastes
- Strategy for long-term equipment acquisition and maintenance

**II. Water/Wastewater Management**

*Goal:*

Develop a comprehensive water and wastewater management plan for the City of Naryn.

*Projected Impacts:*

- City Council approved Water and Wastewater Management Plan
- Comprehensive proposals for international grant funding
- Long and short term mechanisms for financing the City's water and waste water systems
- Decreased contaminants in effluent discharge into the Naryn River
- Increased quality and quantity of water supply
- Increased service delivery to the citizens of Naryn

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**Tucson, AR - Almaty, Kazakhstan:**

**Task 1. Goal:**

**Review and improve the solid waste management system of Almaty**

*The City of Almaty is receiving a loan from the European Bank for Reconstruction and Development to implement improvements in the system of solid waste management in the city. The City has created a Solid Waste Authority, TARTYP, to implement the improvements. The current International Resource City partnership will provide technical assistance in assessing consultant recommendations and working with TARTYP on the following areas:*

*Projected Impacts:*

- Best approaches for equipment specifications;
  - Best techniques for waste collection;
  - Techniques for landfill reconstruction;
  - Developing educational campaign strategies.
- Develop a comprehensive solid waste management plan for the City of Naryn, which addresses separation and reuse, collection, disposal, equipment needs and financing.

**Task 2. Goal:**

**Review and assess key issues concerning public utilities in Almaty through identification of best practices and sharing of operational techniques/processes in the areas of:**

*Projected Impacts:*

- Tree planting and maintenance, as well as possible coordination of strategies among government agencies and NGOs working in this field.
- Storm Water/Drainage Management
- Municipal Parking Control and Regulations
- Municipal Codes of Enforcement and Inspection/Certification.

**Task 3. Goal:**

**Promote Economic Development of small business in the City of Almaty through sharing information and collaboration on support of small business development.**

*Projected Impacts:*



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- Assisting in organizing the links between the Almaty Business Incubator and the US National Business Incubator Association;
- Explore the establishing and functioning of a technology and workforce development parks in Tucson;
- Conduct training for a business incubator managers and studying the expertise for providing support to small businesses by local executive bodies;
- Help develop entrepreneurial associations and look at the relationship between government and associations.
- Evaluate training modules in the US for small business entrepreneurs.
- Enhancing the study of experience and organization of micro credit for small business, as well as for different funds engaged in micro credit for entrepreneurs.

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**Helena, MT - Pavlodar, Kazakhstan:**

**Task 1. Goal:**

**Review and improve the potable water supply in the City of Pavlodar.**

*Projected Impacts:*

- Improve the energy and water use;
- Advance water treatment strategies to include corrosion byproducts removal; disinfection by-products removal, and microbiological removal;
- Improve public relations strategies for communication of water quality and environmental issues;
- Prioritization of capital program to meet the above objectives.

**Task 2. Goal:**

**Review and improve the landfill in the City of Helena.**

*Projected Impacts:*

- Best approaches to landfill management
- Best approaches to landfill equipment specifications;
- Techniques for landfill reconstruction;
- Developing educational campaign strategies and possibilities for re-cycling.

**Task 3.Goal:**

**Review and assess key s concerning public assets management in Helena through identification of best practices and sharing of operational techniques/processes.**

*Projected Impacts:*

- Appropriate improved methods of municipal assets inventory and evaluation;
- Strengthen methods of maintaining municipal property.

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**Administrative Data**

See: • The attached **ANNEX 1**: Financial Administrative Data

See: • The attached **ANNEX 2**: Deliverables Submitted

See: • The attached **ANNEX 3**: Quarterly Travel Report

## SUMMARY OF CURRENT AND FUTURE ACTIVITIES

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<b>Naryn/Great Falls</b> <b>Focus Areas:</b> <b>Financial and Infrastructure Management</b>  <b>Partnership Manager:</b> Daniela Kissova	USAID/CAR, G/ENV/UP	<p>Municipal experts from Great Falls, MT, traveled to Naryn November 10-22, 2000. The team consisted of James Rearden, Director of Public Works, and Martin Basta, Streets and Sanitation Superintendent of the City of Great Falls. Ivan Apanasevich of USAID/Almaty joined the delegation for 1 1/2 days, Nov 15 – Nov 17. The partners had discussed possibilities for improvement in the Water Supply System. Based on the previous discussions of Vodocanal's development projects and consultations of the Great Falls team with the World Bank on availability of funding for such projects, the delegates advocated an alternative short-term approach to service improvement. Less costly, immediate steps were recommended to the specialists of the Naryn Vodocanal as short-term remedies to prevent contamination of the main water intake by the seasonal melt waters.</p> <p>Some quick fixes were also proposed to improve performance of the Wastewater Treatment Plant. Currently unutilized biological filters with sound concrete walls may be converted to additional settling basins by removing the filter material. It was also pointed out that incentives should be sought for the property owners to maintain their sanitation facilities in a proper way as to prevent leaks, which result in extremely diluted wastewaters overloading the treatment plant.</p>	<p>A travel of two experts from Naryn to Great Falls is planned for early April. The purpose of the visit will be to finalize tasks worked upon within the work plan and to start preparing for the Best Practices seminar in the summer.</p>	N/A

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<b>Kazakhstan I</b> <i>Focus Areas:</i> <i>Economic Development and Solid Waste Management</i>  <b>Partnership Manager:</b> Daniela Kissova	USAID/CAR, G/ENV/UP	The first exchange visit by a team from the City of Tucson, AR to Almaty, Kazakhstan took place Oct. 9 through 13. The two teams signed an MOU and designed work plan for the next 18 months of cooperation. The areas of collaboration embedded in the plan are: Solid Waste Management, Economic Development, and Public Utilities Management. The City of Almaty is receiving a loan from the European Bank for Reconstruction and Development to repair and reconstruct its system of waste collection and management and its landfill. The City of Tucson will serve as a technical expert to identify and evaluate the best sub-contractor bids for the process of reconstruction. The City of Almaty has an interest in visiting the Industrial Park of Tucson, Arizona and borrowing ideas for construction and management of a similar park in Almaty.	The next exchange visit will take place late February, 2001. Currently the City of Tucson is working with the Project Manager at ICMA to plan out and strategize around Almaty's return visit.	N/A

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<b>Kazakhstan II</b>  <b>Partnership</b> <b>Manager:</b> Daniela Kissova	USAID/CAR, G/ENV/UP	The city of Helena, MT completed its first visit to the City of Pavlodar October 15-20. The signing of a memorandum of understanding was followed by a work plan for the following 18 months of the partnership. The technical areas of cooperation will be public assets management, water treatment and distribution, and solid waste management. The two cities are also interested in enhancing the links between their NGOs in the hope of encouraging the participation of youth in the public life of the City of Pavlodar. Also, the partnership will aim to support the development of small business enterprises in Pavlodar. Possible activities include: transfer experience in business incubator management, creation of a small business association to provide materials and training aids to local entrepreneurs.	Pavlodar's return visit to Helena is planned for March, 2001.	N/A

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<b>Rayong, Thailand</b> <i>Focus Areas: Public Involvement and Financial Management</i>  <b>Partnership Manager:</b> Jon Bormet	US-AEP	<p>On September 21, 2000, the delegation from the City of Portland traveled to Thailand. The Portland delegation consisted of Tim Grewe, the Chief Administrative Officer; Sam Adams, Chief of Staff; and Felicia Trader, Executive Director of the Development Commission. The delegation drew up a draft work plan that will focus on Public Involvement and Financial Management. The Mayor of Rayong, Suraphong Phutanpi boon, is concerned by the challenges involved in allocation of resources and direct provision of services and hopes to more effectively address these issues through greater community involvement. The expected outcome is public involvement processes for budget and community issues. Mayor Phutanpi boon desires to further develop forecasting and budget systems. The delegation will work together to improve financial policies and forecasting systems.</p>	<p>Rayong will provide additional information to Portland, including Census information on Rayong; public information and process laws both current and anticipated in the future; Public opinion surveys or information previously collected by Rayong; descriptions of any public processes Rayong has completed in the recent past.</p> <p>This information will be reviewed in preparation for Rayong's visit to Portland, anticipated in February 2001.</p>	N/A

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<b>Cebu, Philippines</b> <i>Focus Areas: Global Climate Change and Cleaner Production</i>  <b>Partnership Manager:</b> Amanda Lonsdale	US-AEP, G/ENV/UP, USAID Office of the Environment	Fort Collins, Colorado was selected as the partner for Cebu City. Amanda Lonsdale was in Fort Collins November 4 and gave a briefing to the city officials about the program after which they decided to join the program.	An exchange from Fort Collins to Cebu is planned for January 15-19, 2001. The delegation will consist of Greg Byrne, Director of Planning and Environment; Tom Shoemaker, Director of Natural Resources; Stephen Gillette, Landfill Director for Larimer County, Colorado; Amanda Lonsdale, Partnership Manager – ICMA, and; Alison Paijit, COTR – Resource Cities Cooperative Agreement, USAID. The delegation will be accompanied by Joseph Batac of the League of Municipalities of the Philippines, and Pamela Gallares-Oppus of ICLEI, who will help facilitate the development of the work plan.	N/A



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<b>Ulaanbaatar, Mongolia</b> <i>(focus TBD)</i>  <b>Partnership Manager:</b> Brancy Finkler	USAID/Mongolia, G/ENV/UP	<p>The first exchange, originally scheduled for September 7-15, 2000 has been postponed to March 2001 due to local elections in Ulaanbataar. The elections were called just one month before the exchange was due to take place. The Bakersfield delegation will be comprised of the following local government officials: Alan Tandy – City Manager, Jack Hardisty – Director of City Development Services, and Jacquie Sullivan – City Council Member.</p> <p>Upon review of the materials submitted by the counterpart candidate, Consulting Unit, ICMA requested assistance from the Mission to find another possible partner. Consulting Unit's service rates were too high for the partnership. The Mission has suggested the Economic Legal Consultancy, LLC. After review of ELC's materials, ICMA has selected ELC as their counterpart in Ulaanbataar. ICMA will be working with ELC to prepare for the March exchange and finalize a subcontract.</p>	<p>Preparations for the first exchange visit will take place. The exchange is scheduled for March 5-9, 2001, in Ulaanbataar, Mongolia. During the exchange, the cities of Ulaanbataar and Bakersfield will sign a MOU, determine the partnership focus areas, begin drafting the partnership work plan, and propose future exchange dates and the members of the next exchange delegation. Possible partnership foci are solid waste management and financial management.</p>	N/A

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<p><b>Nis – Sofia – Columbus</b>  <i>Focus Areas: Improving the Solid Waste Management systems, the Water Systems, and Introducing innovations in the methods of Public Information Management in the Cities of Sofia and Nis.</i></p> <p><b>Partnership Manager:</b> Daniela Kissova/Jon Bormet</p>	USAID/Serbia, G/ENV/UP	<p>First visit took place July 11-20, 2000. A delegation from Nis and Columbus, Ohio visited Sofia. An MOU and first draft of a work plan were signed. There are three areas of future cooperation – water management, solid waste management, and public information. The City of Nis received a transfer of funds from USAID’s Assistance program in the eve of their October elections. The funds were earmarked for a compactor truck for the Nis landfill, for first aid kitchen materials for a Nis kindergarten, as well as for pipes and other technical materials for the Nis water plant.</p> <p>Following the October elections the Mayor of Nis, Mr. Zhivkovich was appointed National Minister of Internal Affairs. Nis elected a new Mayor – Mr. Goran Ciric. Two other members of the Nis delegation to Sofia in July were promoted in the new mayor’s administration.</p>	A second exchange trip is planned for late January. The changed political situation will have positive logistical and programmatic implications. The American teams will be able to travel to Serbia. At the second exchange the work plan will be further refined and specific milestones and performance indicators will be set. Also, experts from the City of Columbus will be identified that will travel back to Sofia and Nis on specific technical assignments.	N/A

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<b>Kragujevac – Pitesti – Springfield, OH</b> <i>Focus Areas: Public Works and Public Utilities</i>  <b>Partnership Manager:</b> Corinne Rothblum	USAID/Serbia, G/ENV/UP	Elections were held in Serbia towards the end of September, which ended in victory for the opposition at the municipal level. The citizens of Kragujevac elected a member of the opposition party to serve as Mayor. Initially, the Serbian and Romanian delegations were to meet in Springfield, Ohio on October 23, 2000. However, the political situation was still uncertain and the Springfield delegation did not feel that they were able to implement a quality visit. The different parties agreed that additional time would allow the delegations to re-establish an agreement with the newly elected Mayor, Vlatko Rajkovic. In the interim, the City of Springfield continued to provide technical assistance to Pitesti, Romania. On November 15, Mayor Copeland of Springfield, ICMA Program Manager Corinne Rothblum and Jon Bormet traveled to Kragujevac to meet with Mayor Rajkovic of Serbia. The delegation decided that the partnership should concentrate on Strategic Planning, Utilities (especially water treatment) and ways to utilize the cooperation of public and private corporations.	The delegations will meet in Springfield in January or February of the next quarter to discuss and outline an action plan. The visit will expose the two delegations to the city manager form of government, which differs from the systems found in Serbia and Romania.	N/A

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<b>Pancevo -Timisoara - Lockland/ Cincinnati, Ohio</b> <i>Focus Areas: Improving and repairing Pancevo's central heating system and water supply system and addressing major environmental issues.</i>  <b>Partnership Manager:</b> Corinne Rothblum	USAID/Serbia G/ENV/UP	<p>The positive political changes at the national level have greatly facilitated the partners' ability to work together, as the Cincinnati partners were able to travel to Pancevo.</p> <p>ICMA program manager Corinne Rothblum and RCP Director Jon Bormet visited Pancevo to meet the new mayor, who was elected in the September elections, and to review the MOU and plan next steps in the partnership.</p>	The delegation will meet in Cincinnati in early 2001. The delegations will review the draft work plan that was developed in Timisoara last July to determine if the priority areas remain the same. Due to the political changes in Serbia, economic development has been identified as an issue of concern to Pancevo and Timisoara. Both Timisoara and Pancevo have expressed an interest in citizen participation. A major concern for Pancevo is water quality and organizational structure of the facility.	N/A
<b>Subotica – Szeged – Akron, OH</b> <i>Focus Areas: Water/Waste water and solid waste management)</i>  <b>Partnership Manager:</b> Corinne Rothblum	USAID/Serbia, G/ENV/UP	<p>The positive political changes at the national level have greatly facilitated the partners' ability to work together. Akron was able to travel to Subotica to provide technical assistance and carry out partnership activities.</p> <p>RCP Director Jon Bormet and program manager Corinne Rothblum visited Szeged and Subotica to review the MOU and action plan, and discussed future exchanges.</p>	The delegation has proposed to meet in Subotica in early February to discuss the next phase. Program Manager Corinne Rothblum and USAID will continue discussions on the trash receptacle project.	N/A

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<b>Haiphong – Seattle</b> <i>Focus Area: Strategic Planning – tentative</i>  <b>Partnership Manager:</b> Amanda Lonsdale	US-AEP	A series of meetings between US-AEP, ICMA, Seattle, and the World Bank were held to determine the future of the partnership, given the recent delays on the part of Haiphong. It was decided that the best course of action is to wait until after the Tet Holiday and the election cycle are over (early March) before pursuing any further activities. In early March, it is anticipated that the City of Seattle, with the support of the World Bank and US-AEP will approach the City of Haiphong about renewing the partnership.	Coordination between ICMA, US-AEP, World Bank, and the City of Seattle will continue.	This program has been difficult because the City of Haiphong is quite high profile and often attracts the attention of the central government. When this happens, major delays can result as the central government can be slow to act and the government in Haiphong is loathe to act without the blessing of the Central Gov't. Fortunately, Jim Carlson of US-AEP is well versed in Vietnamese culture and well connected to officials at many levels of government and he should be able to make sense of the situation in early March.

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Partnership	Funder	Activities During the Quarter	Proposed Activities for Next Quarter	Outstanding Issues/Highlights
<b>Amman – TBD</b>  <b>Partnership Manager:</b> Jon Bormet	USAID/Jordan, G/ENV/UP	Jon Bormet and Alison Paijit, Local Government Team Leader (G/ENV/UP), and David Painter, Director (G/ENV/UP) were to travel to Jordan on October 7 to conduct the diagnostic of Amman and to hire an NGO to be the counterpart institution for ICMA. However, due to violence in the West Bank the trip was cancelled.	Jon Bormet plans to conduct the diagnostic in the first quarter 2001. A possible focus area may be the disposal of hazardous materials.	The situation in the Middle East continues to delay the diagnostic in Amman. It is anticipated that the diagnostic will not occur before January 1, 2001.
<b>Resource Cities Management</b>	All partnership funders	Work on recruitment and marketing continued. The Request for the Modification of the Cooperative Agreement was sent to G/ENV/UP on December 8, 2000 to increase the amount and duration of the award.	The layout and design of the web page will be discussed. Marketing and recruitment efforts will continue.	N/A



## **ANNEX 1: FINANCIAL AND ADMINISTRATIVE DATA**



## **ANNEX 2: DELIVERABLES SUBMITTED**

## **DELIVERABLE SUBMITTED TO DATE**

<b>Partnership</b>	<b>Deliverable</b>	<b>Date Submitted</b>
Great Falls/Naryn	MOU between ICMA, USAID/CAR, and G/ENV/UP	2/10/2000
	Program Statement	2/10/2000
	Program Budget	2/10/2000
	MOU between Great Falls and Naryn (English and Kyrgyz)	2/10/2000
	Trip Report for November and January exchange visits	5/11/2000
	Action Plan	5/11/2000
Almaty, Kazakhstan – Tucson, Arizona and Pavlodar, Kazakhstan – Helena, Montana	MOU between ICMA, USAID/CAR, and G/ENV/UP	2/10/2000
	Program Statement	2/10/2000
	Program Budget	2/10/2000
	MOU between Tucson and Almaty	10/13/2000
	Action Plan Tucson and Almaty	10/13/2000
	MOU between Helena and Pavlodar	10/20/2000
	Action Plan Helena and Pavlodar	10/20/2000
Resource Cities Cooperative Agreement	Quarterly Report – Fourth Quarter 1999	2/10/2000
	Quarterly Report – First Quarter 2000	5/11/2000
	Quarterly Report – Second Quarter 2000	8/2000
	Quarterly Report – Third Quarter 2000	11/2000
	Request for Modification to the Cooperative Agreement	12/8/2000
	Quarterly Report – Fourth Quarter 2000	3/16/2001
Rayong/Portland	MOU between ICMA, US-AEP, and G/ENV/UP	5/11/2000
	MOU between Portland and Rayong	9/28/2000
	Trip report for September exchange visit by the Portland delegation (Rayong)	9/28/2000
	Draft Work Plan (Rayong)	9/28/2000
Cebu/Ann Arbor	MOU between ICMA, US-AEP, USAID Office of the Environment, and G/ENV/UP	5/11/2000

Ulaanbaatar/Bakersfield	MOU between ICMA, USAID/Mongolia, and G/ENV/UP	5/11/2000
	Diagnostic report for Ulaanbaatar	5/11/2000
Serbia	MOU between ICMA, USAID/Serbia, and G/ENV/UP	5/11/2000
	Revised MOU, Program Statement, and budget for fourth Serbian city	8/2000
	Trip Report – Pitesti – Kragujevac – Springfield (By Matthew J. Kridler)	8/2000
Haiphong/Seattle	MOU between ICMA, US-AEP, and G/ENV/UP	8/2000
	Program Statement	8/2000
	Program Budget	8/2000
	Desktop Analysis (in lieu of diagnostic)	8/2000
	NGO Trip Memo	8/2000

## **ANNEX 3: QUARTERLY TRAVEL REPORT**



## Resource Cities International Travel

<b>Partnership</b>	<b>Number of Trips</b>
Naryn – Great Falls	23
Pavlodar – Helena	3
Almaty – Tuscon	2
Rayong – Portland, OR	4
Cebu – Ann Arbor, MI	
Ulaanbaatar – Bakersfield	1
Nis – Sofia - Columbus	2
Szeged – Subotica - Akron	4
Pitesti – Kragujevac – Springfield	5
Timisoara – Pancevo - Lockland	4
Haiphong – Seattle	1
Resource Cities Management	1
<b>Total Trips</b>	<b>50</b>
<b>Total Trips Budgeted</b>	<b>305</b>
<b>Trips Remaining</b>	<b>255</b>